

Executive Registry  
7134881

10 JUN 1971

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support

SUBJECT : Control of the Agency's Records  
Storage Growth

1. Paragraph 11 of this memorandum contains a recommendation for your approval.

2. For many months, the Records Management Board and the Agency's Records Management Staff have devoted a major portion of their efforts to the problem of containing a constantly increasing Agency records storage space requirement within a limited fixed area at [redacted]. Over the past two years, interim steps have been taken to postpone reaching full and final capacity at the Center. These measures included the following four principal approaches:

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a. A concerted effort was initiated in 1968 to achieve a substantial reduction in Directorate holdings in [redacted]. For two and a half years a records purge was conducted by each Directorate and resulted in a net Agency reduction of about 8,000 cu. ft. of records. This net reduction is a temporary reversal of the previous growth rate which averaged about 6,500 cu. ft. per year during the preceding ten-year period.

b. Resources were made available and action initiated last year to install modern records storage equipment and to renovate warehouse storage space at [redacted] in order to make available approximately 20,400 cu. ft. of additional capacity. [redacted] of storage space will be available when this work is completed sometime late in 1971.

c. Concurrently, a variety of programs were initiated to explore record miniaturization techniques and applications in order to reduce the volume of records requiring storage space and to improve retrieval and utilization of filed data.

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d. Each Directorate continued, with varying degrees of success, to examine records creation and retention policies in order to try to reduce the growth burden on the records storage facilities of the Agency.

3. Two of the foregoing approaches -- the "purge" and the acquisition of space and equipment -- are, in terms of accrued benefits, "one-shot" affairs. Although they have provided a breaching spell -- perhaps six or seven years -- they will not result in any long-term or permanent solution to the Agency's records storage growth problems. Although they should continue as an element in each Directorate's records management program, additional purges in the foreseeable future will provide substantially fewer benefits. The allocation of significant resources for further physical expansion seems very unlikely. No permanent solution is possible unless net growth rates are reduced ultimately to zero. The other two approaches to the problem -- miniaturization and policy changes for records creation and retention -- are slow-moving and complex efforts which impact on each Directorate's record problems in varying degrees. There is reason to believe that the success of these approaches relates directly to each Directorate's motivation to attack the problem. However, it is within these two areas -- miniaturization and more rigorous control over records creation, retention, and destruction -- that the long-term resolution of the Agency's records storage problems lies.

4. All Directorates are fully aware of the stringent records storage space situation [REDACTED] Recently, each performed well in "purging" its storage records of documents no longer having retention value. Each is exploring microphotography as a space-saving and retrieval device. Offices are reviewing the level of their "supplemental distribution" document stocks.

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5. The conclusion reached as a result of these efforts is that accomplishments depend to a large extent on the degree of priority and importance which the line command in each Directorate places on the records storage and control problem. Even so, in the absence of specific goals, achievement is sporadic and unpredictable. Given the Agency's heterogeneous activities, organizations, and approaches to management problems, any attempt to institutionalize uniformity or centralization among Directorates' microfilming systems, policies, and procedures, is of doubtful utility, and in the long run, is probably counterproductive and may be impossible to define. In other words, each Directorate must do its own job and run its own program. A central Agency staff component can only advise -- it can accomplish little.

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6. The fact remains that the Agency has a fixed and limited records storage capacity to accommodate what will be a continually increasing records storage load. If nothing is done, the CIA Records Center will reach maximum capacity in six or seven years. Since the Directorates have control of their own records creation and retention policies and programs, they must also assume the responsibility for controlling the size of the storage burden imposed on the Agency storage facility as a result of their records creation and control activities. This means that each Directorate must be limited to a gradually decreasing annual net growth in records stored at the Records Center and eventually the annual volume accessions must equal annual destruction volume. This limitation must be focused on a date in the future when the cubic footage of new records stored each year will equal that of old records removed. Concurrently, an Agency policy prohibiting the procurement of additional storage facilities -- safes and files -- at Headquarters and other Agency locations, except perhaps when a new organization is created, will prevent merely transferring the problem [redacted] to other Agency locations.

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7. The allocation of an annual net records storage increase to each Directorate will control the flow of records to the Records Center, but at the same time, the solution to each Directorate's records storage problem is clearly the responsibility of the individual Directorate. Each Directorate will determine for itself whether microfilming, reductions in records creation and retention, the storing of microfilmed computer-produced reports in lieu of hard copy, or any other approach is cost-effective. This will contribute materially to its ability to live within the allocated annual storage rate. The Directorates will have to assume the responsibility for developing and implementing records reduction actions within their own areas of management responsibility. The retirement of records to the Records Center will continue to be accomplished through the existing Records Control Schedules processes to ensure that legal retention requirements are observed.

8. The following data is presented to clarify this approach:

- a. Total records storage capacity  
[redacted] at the end of 1971
- b. Less Agency archives storage  
at present
- c. Capacity for general purpose  
storage

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- d. Reserved for archives growth
- e. Reserved for contingencies
- f. Capacity available for Directorates (and DCI area)
- g. Current Directorates and DCI storage levels (as of 1 April 1971)
- h. Net capacity available for future growth



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A net growth capacity of 42,000 cu. ft. means that, in order to avoid further investment in additional storage space, each of the four Directorates must be limited to a growth of 10,000 cu. ft. (and DCI area 2,000 cu. ft.) over whatever period of time is deemed advisable. When this 42,000 additional cu. ft. has been occupied, annual levels of the introduction of records into storage must equal annual records destruction levels. It would appear that a twenty-year program of gradually decreasing annual records storage authorizations is necessary to provide Directorates with a time-frame within which to explore, establish, and implement the means to achieve equilibrium between records creation and records destruction.

9. The following system imposing a reduction each year in the annual net increase in space allocated for records storage [ ] by each Directorate will serve this purpose. Each Directorate will be required to limit net increases in its annual records storage levels at [ ] as follows:

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1st yr.	FY 1971	1,000 cu. ft.
2nd yr.	FY 1972	950 cu. ft.
3rd yr.	FY 1973	900 cu. ft.

etc. (annually reduced by 50 cu. ft. each year)

19th yr.	(FY 1989)	100 cu. ft.
20th yr.	(FY 1990)	50 cu. ft.

Each year thereafter -- no net increase is authorized.

Of course, if new Directorates are created, or if unknown requirements appear which cannot be met through the contingency space available, these annual net increase allocations can be further reduced or reallocated at any time as circumstances warrant.

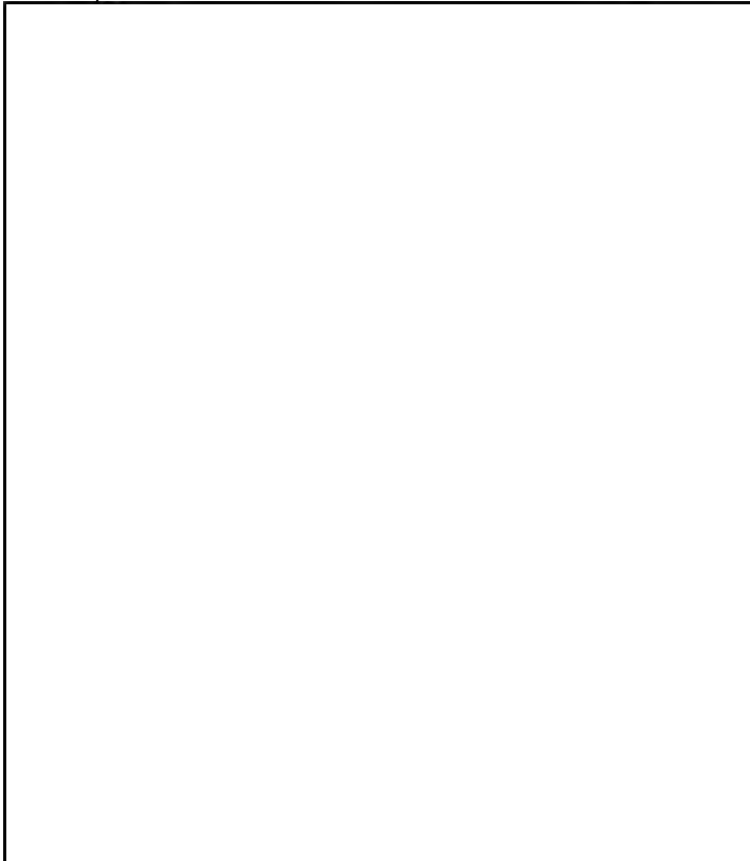
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10. Prior to the purge campaign, the storage burden on the Records Center increased on the average of about 6,500 cu. ft. per year. Application of the proposed approach should not impose an unacceptable burden on any Directorate. If the program is successful by the tenth year, the annual net increase will have been cut in half and by the 20th year will have ended.

11. It is recommended that the implementation of the approach set forth in this memorandum be approved and that you sign the attached memorandum addressed to the Deputy Directors informing them of this new policy and establishing Directorate annual net increase allocations. The memorandum to the Deputy Director for Support comments on the additional responsibilities of the Support Directorate in connection with the implementation of this policy.

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Concur with recommendation contained in Paragraph 11:



Deputy Director for Support

25 Jun 71  
Date

The recommendation made in Paragraph 11 is approved:



L. K. White  
Executive Director-Comptroller

1 July 71  
Date

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